



North Carolina Department of Public Safety

Human Resources

Roy Cooper, Governor
Erik A. Hooks, Secretary

Michael R. Dail, Director
Human Resources

MEMORANDUM:

To: Barbara Gibson, Director
Office of State Human Resources
Michael R. Dail

From: Michael R. Dail, Human Resources Director
North Carolina Department of Public Safety

Date: March 8, 2019

Subject: Salary Increases for the North Carolina State Highway Patrol

Senate Bill 99, Appropriations Act of 2018, Section 35.25.(a) granted annual salary increases of 6.5% to State Highway Patrol Troopers beginning from \$44,000 for beginning troopers to top trooper pay of \$64,202. While this section granted increases to troopers, it did not grant increases to their management. In August 2018, members of management of the State Highway Patrol received an increase of 3% to begin to alleviate the potential for compression.

The State Highway Patrol proposes additional increases for certified positions not covered by SB 99 in order to further alleviate this. The positions covered are:

Pay Grade	Job Title	Sum of Increase	% Increase	Salary	#
HP04	Highway Patrol Pilot II	\$8,220	5%	\$79,350	2
HP04	Highway Patrol Sergeant	\$793,230	5%	\$79,350	193
HP05	Highway Patrol Pilot III	\$5,163	6%	\$87,285	1
HP05	Highway Patrol First Sergeant	\$433,692	6%	\$87,285	84
HP06	Highway Patrol Air Ops Supervisor	\$4,835	5%	\$96,014	1
HP06	Highway Patrol Lieutenant	\$217,280	7%	\$96,014	35
HP07	Highway Patrol Captain	\$125,851	8%	\$105,615	17
HP08	Highway Patrol Major	\$43,170	8%	\$116,176	5
HP09	Highway Patrol Lieutenant Colonel	\$9,497	8%	\$127,794	1
HP10	Highway Patrol Deputy Commander	\$10,921	9%	\$134,184	1
HP11	Highway Patrol Colonel	\$12,300	9%	\$147,602	1
Total		\$1,664,159			341

This includes employees whose salaries have increased by more than 20% in the past 12 months. It also includes employees whose salaries will exceed \$100,000 with this

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adjustment. None of the new salaries will exceed the maximum of their respective salary ranges. However, these increases do ensure consistent treatment for similarly leveled employees.

These increases would also cover positions currently vacant, but to which employees will be promoted. Currently, these positions are summarized as:

Pay Grade	Job Title	Salary	#
HP04	Highway Patrol Sergeant	\$79,350	28
HP05	Highway Patrol First Sergeant	\$87,285	2
HP07	Highway Patrol Captain	\$105,615	3

Typically, law enforcement organizations contain a large number of lower-ranked employees managed by a relatively smaller number of supervisors and managers. Troopers reach their "top pay" in a relatively short period of time, placing pressure on the salaries of supervisors and managers in order to incentivize employees to accept the increased responsibilities assigned with promotion.

These increases reflect the unique nature of the State Highway Patrol salary structure.

In work units, such as law enforcement, where promotional opportunities are limited, incentives traditionally take the form of across-the-board increases to advance to "top pay". In fact, SB 99 quotes "top trooper pay". By way of further example, the Cary Police Department (<https://www.townofcary.org/services-publications/police/recruitment/benefits-and-pay>) website describes pay and benefits. For salary, the website states:

Salary

The starting salary for a police officer is \$46,633 - \$54,537. Starting salary varies based on the applicant's prior experience, education and training. Top pay for a Senior Police Officer is currently \$79,684.

The proposed increases parallel the structure of the pay plan adopted by the State HR Commission in 2016. The percent differences between the salary levels match those of the plan. Generally, the increment between ranges / grades should be smaller at the lower end of the ranges and higher at the upper end. Additionally, the "increment between the maximum of one grade and that of the next should normally increase somewhat faster – i.e., in bigger dollar steps – than the increment between one minimum and the next. This is another way of saying that the spread should get wider as you go up the structure."¹ There are several reasons why this is good practice, including that employees stay in these higher positions for longer segments of their career. Higher level jobs require greater levels of

¹ Rock, Milton L.; Handbook of Wage and Salary Administration.

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independent thought and action; greater spreads and salary increases incentivize and reward this additional requirement.

Please feel free to let me know if you have any questions regarding these increases.

CC: Casandra "San" Hoekstra, DPS Chief Deputy Secretary – Administration
Erica Zendt, DPS Deputy HR Director – HR Operations
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